

SCHOOL OF HOTEL ADMINISTRATION

ADMINISTRATION

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information resources, including *NEXIS*, *Dow Jones*, *ABI/INFORM*, and *The International Hospitality and Tourism Database*, an extensive and unique index to hospitality articles. Information resources and services for the hospitality industry are available for a fee through the library's *HOSTLINE* service. In addition to offering an excellent collection of materials and a dignified and refined study space, the Hotel School library extends quality service to every student.

Statler Hotel and J. Willard Marriott Executive Education Center. The Statler Hotel comprises 150 guest rooms, an executive education center, restaurants, a lounge, and the university's faculty and staff club. It demonstrates the very finest in hospitality and hospitality-education practices. The Statler is an independent, self-sustaining teaching hotel that provides quality food, beverage, meeting, and lodging services to the local community and campus visitors, including parents and those who visit Cornell as part of the application process. In addition, the hotel is a practice-management facility for certain classes, internships, and independent-study projects. It offers part-time jobs to approximately 300 students each semester with preference given to students in the hotel school.

DEGREE PROGRAMS

	Degree
Hotel and Restaurant Administration	B.S.
	M.M.H.
	M.S.
	Ph.D.

FACILITIES

Statler Hall. Statler Hall is a unique building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The building serves both practical and theoretical instruction, houses classrooms, lecture rooms, laboratories, a library, a computer center, a beverage-management center, an auditorium, and the Statler Hotel and J. Willard Marriott Executive Education Center. Statler Hall and the Statler Hotel were designed expressly for the school's academic and executive-education programs, providing students with training and work experience in facilities similar to those in which they will work after graduation.

The School of Hotel Administration's Nestlé Library has the largest single collection of hospitality-related materials in the United States. The collection contains approximately 23,000 books, 1,000 videotapes, numerous ephemera and memorabilia (such as photographs, menus, and rare books), and more than 800 journal, magazine, newsletter, and newspaper subscriptions. Materials on lodging, foodservice, travel and tourism, and general business topics comprise the core of the library's collections. Among the library's special features are numerous computerized

UNDERGRADUATE CURRICULUM

The School of Hotel Administration offers education in the numerous disciplines required for modern management in the global hospitality industry. Included in the core curriculum are courses in operations, management and organizational behavior, human resources management, finance/accounting, real estate development, food and beverage management, marketing, tourism, strategy, facilities management planning and design, communications, information systems, and law. Students also are encouraged to pursue a broad range of elective courses, including those in the humanities, social sciences, and natural sciences, as preparation for assuming leadership positions in the business and local community. For more complete information about undergraduate program requirements, see the school's student handbook or course supplement (available in room 178 Statler Hall).

Requirements for Graduation

Regularly enrolled undergraduate students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements for that degree are:

- 1) completion of eight terms in residence for those who entered as freshmen; terms of residence for transfer students are determined by the amount of transfer credit awarded;
- 2) completion, with a minimum cumulative grade-point average of 2.0 (including a grade-point average of 2.0 in a full-time

schedule of courses on campus in the final semester), of 120 required and elective credits, as set forth in the table on the following page;

- 3) qualification in one language other than English. This requirement may be met by any one of the following: (1) three years of high school study of one foreign language; (2) score of 560 on Cornell Placement Test; (3) pass language 121 and 122 (eight credits) or the equivalent, and attain a minimum grade of at least C- or "Satisfactory" in each (C or above for transfer credit from other institutions); or (4) pass 123 or the equivalent;
- 4) completion of two units of practice credit;
- 5) completion of the university requirement in physical education.

Suggested course programs appear on the following pages. The core courses account for 72 of the 120 credits needed for graduation, the hotel electives account for 12 credits, and 18 credits are allotted for distributive electives. The remaining 18 credits may be earned in courses chosen from the offerings of any college of the university, provided that the customary requirements for admission to such courses are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or any other four-year college or university, with the expectation that the credit earned will be counted toward the Cornell degree in hotel administration, must obtain the approval of the school in advance. Without advance approval, such credit may not count toward the degree.

Credit earned in military science, aerospace studies, or naval science courses may be counted in the 18-credit group of free electives. No credit toward the degree is allowed for "00"-level courses, such as EDUC 005.

Transfer Credit Policy

Transfer students are required to complete all degree requirements with at least 75 credits at Cornell University, of which a minimum of 60 must be in courses offered by the School of Hotel Administration, and nine must be in distributive electives taken outside the hotel school. Thus, a maximum of 45 hours in transfer credit may be allowed from other accredited colleges or universities as follows:

Core	18
Hotel Electives	0
Distributive Electives	9
Free Electives	18
	45

In the core, transfer credit may be allowed against basic courses only (for example, H ADM 121, H ADM 106). Others generally are waived, and an upper-level course in the area substituted. For instance, if H ADM 243 were waived, another marketing course would be required in its place. The communication courses (H ADM 165 and H ADM 365) are tailored specifically to the School of Hotel

Administration, and, thus, communication courses taken elsewhere generally are not accepted against core courses.

Hotel elective courses may not transfer.

Distributive electives ensure that hotel students are exposed to other courses at Cornell, and, thus, only nine credits may transfer. The remaining nine must be taken at Cornell but may be distributed in any combination of humanities, social sciences, or natural sciences provided at least three credits are taken (at Cornell or transferred from elsewhere) in each area. A maximum of six credits, but no more than four per semester, of distributive electives may be taken on an S-U basis. For more information on the distribution requirement, see the handout available in the student services office, room 178 Statler Hall.

Eighteen credits in free electives may transfer.

Concentration

While completing the hotel elective courses, undergraduates in the school may select a concentration.

Before selecting a field of concentration, students should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of courses that will best fit their program.

Upon completion, the concentration will be noted on the transcript, provided a cumulative GPA of 3.0 in the concentration was attained.

Foreign Languages

Mastery of a foreign language is particularly desirable for students who are planning careers in the hospitality industry and, hence, the second language requirement for graduation. Further information on foreign language courses at Cornell, and placement in language courses, may be found in this book in the College of Arts and Sciences program description under the Modern Languages, Literature, and Linguistics section, and also under the section Advanced Placement for Freshmen.

Independent Study

Students may conduct independent study projects in any academic area of the school under the direction of a resident faculty member. Credit is arranged on an individual basis. To enroll in an independent study project, students must obtain written permission from the school before the add deadline. See H ADM 499 or 699 for more details.

Practice-Credit Requirement

As part of the degree requirements, undergraduates enrolled in the School of Hotel Administration must fulfill the practice-credit requirement and submit verification thereof. Further details are set forth in the *Practice Credit Handbook for Undergraduates in the School of Hotel Administration*, available in the school's career services office, room 255 Statler Hall.

Management-Intern Program

Hotel school juniors and seniors have a unique opportunity to gain invaluable knowledge and experience in the hospitality industry through the management-intern

program. Students receive 12 free elective credits and 1 practice credit. While on the internship, tuition is reduced and students receive a salary from the sponsoring organization. Positions are available in the United States and internationally. Sponsors include, but are not limited to, hotels, restaurants, casinos, corporate offices, consulting firms, and clubs. Application should be made one semester in advance. Information meetings are held at the beginning of each semester and are open to all students. See H ADM 493 and 494 for more details. More information about the management-intern program also is available in the career services office, 255 Statler Hall.

Study Abroad

All students planning to study abroad apply through Cornell Abroad; please see the Cornell Abroad program description in the introductory section of *Courses of Study*.

Programs providing an opportunity to study in a foreign country and develop an awareness of the international component of the hospitality industry can contribute to each student's total educational experience. Students in recent years have studied in Italy, Spain, France, England, Australia, and many other countries. Information on the study-abroad programs operating during the summer and academic year is available at the Cornell Abroad office (in Uris Hall).

Students should discuss their plans with the school's director of student services so that all petition and credit-evaluation procedures are followed.

Part-Time Study

Generally, part-time study is not allowed. Exceptions may be made for employee degree candidates, students who have medical reasons for a reduced schedule, or other extenuating circumstances. In no event shall a student be allowed to enroll on a part-time basis during the last term of study. Further details on part-time study may be found in the school's student handbook (available in room 178 Statler Hall).

Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical value for each term average as follows: A is equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0. For good standing, the student must maintain a minimum average of 2.0. A maximum of four credits each term may be taken on a "satisfactory-unsatisfactory" (S-U) basis. Students should be aware that a satisfactory grade equals "C-" or above and an unsatisfactory grade equals "D+" or lower.

Students whose term averages are at least 3.3 and who took at least 12 credits of letter grades with no unsatisfactory or incomplete grades are honored by being placed on the Dean's List.

Course Requirements for Graduation

Note: The curriculum is under review and subject to change. For the most up-to-date information on the curriculum and graduation requirements, check with the Student Services Office, Room 178 Statler Hall.

<i>Required courses</i>	<i>Credits</i>
Management and Organizational Behavior: Hotel Administration 115	3
Human Resources Management: Hotel Administration 211	3
Managerial Communication: Hotel Administration 165, 365	6
Law: Hotel Administration 387	3
Food & Beverage Management: Hotel Administration 236	4
Operations: Hotel Administration 105, 106, 301, 305	14
Facilities Management, Planning and Design: Hotel Administration 255, 355	6
Marketing, Tourism and Strategy: Hotel Administration 243, 441	6
Information Systems: Hotel Administration 174, 475	6
Finance/Accounting: Hotel Administration 121, 221, 222, 321	12
Economics: Hotel Administration 141	3
First Year Writing Seminar	3
Quantitative Analysis for the Service Industries (course # TBA)	3
<i>Specifically required credits</i>	72
<i>Hotel Electives</i>	12
<i>Distributive electives</i>	18
<i>Free electives</i>	18
Total credits required for graduation	120

Typical Course Sequences

The following arrangements of courses tend to be more fixed in the freshman and sophomore years, with a greater degree of flexibility characterizing the upperclass years.

Freshman Year

Typically, a freshman schedule will consist of 15 to 16 credits each term, to include the following:

<i>Required courses</i>	<i>Credits</i>
H ADM 105, Introduction to Lodging	3
H ADM 115, Organizational Behavior and Interpersonal Skills	3
H ADM 121, Financial Accounting	3
H ADM 106, Introduction to Food Service Operations	4
H ADM 165, Managerial Communication I	3
H ADM 174, Microcomputing	3
H ADM 191, Microeconomics for the Service Industries	3
First Year Writing Seminar	3
Electives	6

Sophomore Year

<i>Required courses</i>	<i>Credits</i>
H ADM 211, Human Resources Management	3
H ADM 221, Managerial Accounting	3
H ADM 222, Finance	3
H ADM 236, Culinary Theory and Practice	4
H ADM 243, Principles of Marketing	3
H ADM 255, Hotel Development and Planning	3
H ADM 275, Information Technology in the Hospitality Industry	3
Quantitative Analysis for the Service Industries	3
Electives	6
	31

Junior Year

<i>Required courses</i>	<i>Credits</i>
H ADM 321, Hospitality Financial Management	3
H ADM 335, Restaurant Management	4
H ADM 305, Hospitality Facilities Operations	3
H ADM 365, Managerial Communication II	3
H ADM 301, Service Operations Management	3
H ADM 387, Business and Hospitality Law	3
Electives	12
	31

Senior Year

<i>Required courses</i>	<i>Credits</i>
H ADM 441, Strategic Management	3
Electives	24
	27

GRADUATE CURRICULUM

The school's programs for advanced degrees include those of Master of Management in Hospitality, Master of Science, and Doctor of Philosophy. For further information on graduate programs, consult the school's graduate catalog (available in room 172 Statler Hall); contact the school's graduate services office at 255-7245, or see the university's Announcement from the Graduate School.

Required Program for Professional Master's Students

<i>Required courses</i>	<i>Credit</i>
H ADM 740, Competitive Strategies for the Hospitality Industry	3
H ADM 710, Human Behavior in Organizations	3
H ADM 711, Human Resources Management	3
H ADM 721, Financial Economics	3
H ADM 722, Hospitality Financial Management	3
H ADM 702, Food and Beverage Management	3

H ADM 741, Marketing Management	3
H ADM 751, Properties Development and Planning	3
H ADM 761, MMH Managerial Communication	0
H ADM 701, Quantitative Methods	3
H ADM 772, Information Technology for Hospitality Managers	3
H ADM 742, Creating and Managing for Service Excellence	3
H ADM 793, Industry Mentorship Program	0
H ADM 794, Management Development	0

Balance of courses are electives.

Total credits required for the Master of Management in Hospitality program **64**

Course Schedule Information

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school student services office in room 178 Statler Hall, telephone 255-3076.

ORGANIZATIONAL MANAGEMENT, COMMUNICATION, AND LAW**Management and Organizational Behavior****H ADM 110 Distinguished Lectures in Hospitality Management**

Fall. 1 credit. Elective. Dean David Butler. The Dean's Distinguished Lecture Series is a long-standing hotel school tradition that provides a unique opportunity for successful industry leaders to share their experiences with Cornell students. In its 40-year history, the Dean's Distinguished Lecture Series has hosted the most influential and accomplished leaders from every segment of the hospitality industry. Speakers share their views about successful management styles, possible career paths, critical industry-related issues, and qualities conducive to successful business leadership. Students have an unparalleled opportunity to learn and question how hospitality leaders view the current and future status of the industry.

H ADM 115 Organizational Behavior and Interpersonal Skills

Fall, spring. 3 credits. Required. C. Lundberg, T. Simons, K. Walsh. Focuses on managing people in the workplace. Students develop theoretic lenses for understanding people and organizations, and practical tools for accomplishing personal and organizational goals. Topics include: individual differences, conflict management, problem-solving, power and influence, motivation, leadership, coaching and counseling, and group process. Students learn through the case method, self-assessments, experiential exercises, readings, discussions, papers, and group activities.

H ADM 410 Hospitality Management Seminar

Fall. 1 credit. Co-registration in H ADM 110 required. Limited to 30 seniors and graduate students. Elective. Dean David Butler.

Complements H ADM 110 by giving students the opportunity to interact with guest speakers, and to participate in roundtable discussions on issues relating to the hospitality industry. The dialogue can give students a better understanding of industry trends, challenges, and opportunities.

H ADM 411 Negotiations in the Hospitality Industry

Spring. 3 credits. Prerequisite: H ADM 115 or equivalent. Limited to 30 undergraduate students. Elective. T. Simons.

Negotiation is a critical factor in business success. This course provides hands-on experience in negotiation in the hospitality context. Through role-play exercises, discussion, and writing, students develop into tough negotiators with whom people will want to continue doing business. Students become more comfortable with negotiations, and develop their own personal negotiating style. Students also learn how to adjust their negotiating style to respond appropriately to others' different personalities and negotiation tactics.

H ADM 412 Managing Organizational Change

Spring. 3 credits. Prerequisite: H ADM 211 or equivalent elective. C. Lundberg. Organizations are continually being influenced by internal and environment factors that represent the need and opportunity to change. Organizational and member success is often dependent on changing in a timely and appropriate manner. In general, organizations have shown an astonishing inability to change themselves, even when change is clearly required. Consequently, organizations need more people who know about change and how to accomplish it. This course covers ways to facilitate and manage change in organizations. Topics include: change processes, organizational diagnosis, action planning, and consultancy.

H ADM 414 Quality Planning in the Hospitality Industry

Spring. 3 credits. Prerequisites: all required hotel undergraduate courses at the 100, 200, and 300 levels. Limited to 25 seniors and graduate students. Elective. T. Hinkin. Covers the analysis of work processes and examines organizations from three perspectives: the external customer, the internal customer, and management. This course is designed to provide students with a systematic approach to identifying, prioritizing, and improving key job functions and work processes. Students learn to use the tools of quality management including cost of quality, flowcharting, statistical process control, and collecting, organizing, and presenting data. A major component of the course is HOTS, an interactive hotel simulation that is conducted as a group activity. This is a seminar course, requiring active participation in discussion of readings and case analysis.

H ADM 415 Managerial Leadership in the 21st Century

Spring. 1 credit. Elective. A \$25.00 fee for the required notebook will be charged to student's bursar bill; notebook distributed on the first day of class. Friday, January 30 (1:00 P.M.-9:00 P.M.), Saturday, January 31 (9:00 A.M.-9:00 P.M.), Sunday, February 1 (9:00 A.M.-5:00 P.M.), 2004 in the Statler Auditorium. K. Blanchard.

Helps students become participant observers in their own lives through studying the field

of applied behavioral science. Students will be able to use what they learn about human beings and how they function best in groups and organizations on a day-to-day basis to develop quality relationships between themselves and the people they support and depend upon (their boss, staff, peers/associates, and customers). When quality relationships exist, organizations tend to be characterized by high levels of integrity, customer satisfaction, employee empowerment, and organizational effectiveness. The concepts learned will also help students create quality friendships and family relationships. A final exam is held on the last day of class. Attendance is mandatory for credit.

Due to the popularity of the class, priority is given in the following order: seniors/second-semester grads, juniors/first-semester grads, non-employee, extramural students, sophomores, freshmen, and Cornell employees. Space permitting, the class may be added up to the first day, **but the absolute deadline for dropping the course is noon on Friday, January 23, 2004.**

H ADM 513 Strategic Human Resources Management for the Hospitality Industry

Fall. 2 credits. Second seven weeks of the semester. Note: the deadline to drop a seven-week course is the midpoint of the course. Prerequisite: H ADM 211 or equivalent. B. Tracey.

Over the past several years, the HR function has taken on a broader role in helping organizations to create and sustain a competitive advantage. The primary focus of this course is to examine the ways in which HR policies, practices, and systems can enhance the competitive capabilities of hospitality organizations. This seminar-style course will be conducted using hospitality case studies and current business problems as a basis for learning. The course also will include the opportunity to conduct a live case study of one or more strategic HRM problems with a real hospitality firm.

H ADM 611 Negotiations in the Hospitality Industry

Spring. 3 credits. Prerequisite: H ADM 710 or equivalent. Limited to 30 graduate students, seniors by permission of instructor. Elective. T. Simons.

Negotiation is a critical factor in business success. This course provides hands-on experience in negotiation in the hospitality context. Through role-play exercises, discussion, and writing, students develop into tough negotiators with whom people will want to continue doing business. Students become more comfortable with negotiations, and develop their own personal negotiating style. Students also learn how to adjust their negotiating style to respond appropriately to others' different personalities and negotiation tactics.

H ADM 614 Leadership and Small Group Processes

Fall. 3 credits. Limited to 30 hotel seniors and graduate students. Elective. C. Lundberg. Theoretical and practical applications of organizational behavior are explored through lectures, case studies, and exercises. Students participate in several experiential labs aimed at enhancing their effectiveness as members or leaders of groups. Topics include leadership, decision making, motivation, power, and change within the small-group context.

H ADM 710 Human Behavior in Organizations

Fall. 3 credits. Open to M.M.H. students only, except by written permission of the instructor in advance of pre-enrollment. M.M.H. requirement. T. Hinkin.

This course focuses on manager and member behavior in organizations. Ideas and models about persons, interpersonal relationships, small groups, and organizations provide the basis for understanding the dynamics of effective organizational behavior. Learning occurs primarily through readings, case discussions, and self-reflective teamwork.

Human Resources Management

H ADM 210 The Management of Human Resources

Fall, summer. 3 credits. Limited to 40 non-hotel students. Not open to freshmen. Elective. M. Tews.

A practically oriented examination of the role of human resources management (HRM), starting with an introduction to the personnel function and an analysis of the social, legal, international, and competitive factors influencing HRM. The course examines recruitment, selection, training, motivation, development, compensation, performance appraisal, and labor relations. The course assumes a managerial perspective and emphasizes class discussion and case analysis.

H ADM 211 Human Resources Management

Fall, spring. 3 credits. Prerequisite: H ADM 115. Limited to 60 hotel students per lecture; not open to freshmen or graduate students. Required. J. Brownell, B. Tracey.

Provides students with a broad yet in-depth overview of the policies, practices, and procedures that can be used to attract, select, develop, and retain quality employees. A number of factors will be considered that influence HRM policies and practices and provide opportunities to apply course topics to substantive situations that students will face as future hospitality professionals. Lectures, discussions, cases, and videos.

H ADM 313 Training in the Hospitality Industry

Fall. 2 credits. First seven weeks of the semester. Note: the deadline to drop a seven-week course is the midpoint of the class. Prerequisite: H ADM 211. Limited to 24 students. Elective. B. Tracey.

How to design, implement, and evaluate both formal and informal training programs. Factors beyond design and implementation that may influence training effectiveness will be examined. A variety of instructional techniques will be used throughout the course, including experiential activities that will enliven the learning process. The course also will include the opportunity to conduct a live case study of one or more training problems with a real hospitality firm.

H ADM 513 Strategic Human Resources Management for the Hospitality Industry

Fall. 2 credits. Second seven weeks of the semester. Note: the deadline to drop a seven-week course is the midpoint of the course. Prerequisite: H ADM 211 or equivalent. Elective. B. Tracey.

The primary focus is to examine the ways in which HR policies, practices, and systems can enhance the competitive capabilities of hospitality organizations. This seminar-style

course will be conducted using hospitality case studies and current business problems as a basis for learning. Includes the opportunity to conduct a live case study of one or more strategic HRM problems with a real hospitality firm.

H ADM 711 Human Resource Management

Spring. 3 credits. Open to M.M.H. students only, except by written permission of the instructor in advance of pre-enrollment. M.M.H. requirement. M. Sturman.

This course addresses the human resource business strategies that enable companies to attract, develop, and retain high-quality employees. Attention is given to topics such as selection, compensation, performance appraisal, and career management, and the focus is on considering the return on the human resource investment in each of the areas covered. Students learn human resource issues and strategies through a variety of methodologies and have the opportunity to apply their knowledge and skills in a semester-long group project.

Managerial Communication

H ADM 164 Leadership through Managerial Communication

Summer. 3 credits. Limited to students enrolled in the three-week Summer Honors Program. Students are enrolled in the course by the School of Continuing Education and Summer Sessions upon acceptance to the Summer Honors Program. Elective. R. Steinacher.

The role and importance of effective communication in managerial work, especially in the hospitality industry, are considered. Subjects include managerial communication, business writing, techniques in persuasion, and identification of cultural issues that may make communication difficult. Students develop abilities in analytical thinking and clear expression. This course focuses on the process of planning, preparing, and executing professional communications. Students write a series of business documents and give several oral presentations. In preparation for their oral presentations and formal business documents, the students attend weekly microcomputing lab sessions that teach Microsoft PowerPoint, Microsoft Word, and basic web page design.

H ADM 165 Managerial Communication I

Fall, spring. 3 credits. Note: students required to take this course generally may not delay it. If extenuating circumstances exist, the student must petition to drop the course by the end of the first week of classes. This course must be taken within the first two semesters in the school, including any semesters in the Internal Transfer Division (ITD). Add/drop and section exchange must be approved by the chairperson. Priority given to hotel students. Limited to 16 students per lecture. Required. N. Dahl, D. Jameson, D. Lennox, C. Snow, R. Steinacher.

An introduction to the role and importance of effective communication in managerial work, especially in the hospitality industry. Development of abilities in analytical thinking and clear expression. The process of planning, preparing, and executing professional communications with an emphasis on written documents. Students write a series of business documents and give oral presentations.

H ADM 364 Advanced Business Writing

Fall, spring. 3 credits. Priority given to hotel students. Prerequisite: junior, senior, or graduate standing; or written permission of the instructor. Hotel undergraduates must have completed the H ADM 165 requirement or had it waived. Non-hotel undergraduates must have completed their college's writing requirement. Limited to 20 students per lecture. Elective. L. Arliss.

This course focuses on communicating challenging messages in business contexts. Writing assignments emphasize delivering persuasive messages, working with tone and style, and developing different types of documents in professional contexts. Different kinds of assignments are offered from semester to semester. Assignments often include business letters and memos written for various contexts, procedures and policy statements, promotional materials, negative messages, and analytical reports requiring research.

H ADM 365 Managerial Communication II

Fall, spring. 3 credits. Priority given to hotel students. Prerequisites: Hotel undergraduates must have completed H ADM 165 and H ADM 115. Limited to 22 juniors and seniors per lecture. Required. - J. Brownell, N. Dahl.

A broad study of communication in a management context. This course emphasizes the significant role of communication in developing work relationships that enable managers to achieve their goals. It presents the theories and principles of persuasive communication that allow managers to influence professional audiences. Students increase their individual communication abilities by applying these concepts in a variety of managerial contexts, including interacting one-to-one, working in groups, and formally developing and presenting ideas to larger audiences.

H ADM 661 Organizational Communication for Managers

Spring. 3 credits. Priority given to hotel students. Elective. D. Jameson.

Organizational communication focusing on the complex interactions that occur when people communicate in hospitality and other work organizations. Using business cases and examples, students explore the political, sociological, ethical, and psychological dimensions of business communication; analyze communication problems and barriers; and design organizational strategies to communicate effectively, whether one-to-one, in small groups, or with larger audiences. Class activities and assignments help students perfect their abilities to write and to give oral presentations in professional and managerial contexts.

H ADM 761 MMH Managerial Communication

Year long. Variable. Open to M.M.H. students only, except by written permission of the instructor in advance of pre-enrollment. Elective. D. Lennox, C. Snow.

Instruction in communication and leadership skills helps students enrolled in the Master of Management in Hospitality program reach their individual professional development goals, enrich their education, perform well on course assignments, and meet the program benchmarks in managerial writing, presentational speaking, and group process and leadership.

Law**H ADM 385 Business Law I**

Fall, spring. 3 credits. Open to non-hotel and hotel juniors, seniors, and graduate students. Elective. P. Wagner.

Provides students with a presentation of three substantive areas of business law: contracts, intellectual property, and business organizations. Students read judicial opinions, learn to identify issues, and analyze the issues by applying legal principles.

H ADM 387 Business and Hospitality Law

Fall, spring. 3 credits. Limited to juniors, seniors, and graduate students. Required. D. Sherwyn.

Provides students with an integrated presentation of employment discrimination, tort, and contract concepts as they apply to the legal aspects of hospitality management. The course examines relevant federal and state cases and statutes. The overall objective is to enable students to recognize, analyze and evaluate legal issues for the purpose of making and articulating appropriate decisions in the workplace.

H ADM 485 Employment Discrimination Law and Union Management Relations

Spring. 3 credits. Prerequisites: H ADM 387 or permission of the instructor. Limited to juniors, seniors and graduate students. Elective. D. Sherwyn.

Anti-discrimination statutes and union management relations are two of the most pervasive legal issues affecting the hospitality industry. Managers must take these issues into account whenever they make a personnel decision. This course provides students with an understanding of the discrimination law, a framework for complying with law, a method using the law to maintain positive employment relations, and an understanding of how to negotiate and administer a union contract.

H ADM 487 Real Estate Law

Fall, spring. 3 credits. Completion of H ADM 387 preferred but not mandatory. Limited to juniors, seniors, and graduate students. Elective. A. Klausner.

Provides students with an understanding of the legal issues surrounding the ownership, transfer, and use and development of real estate. Students learn to recognize and evaluate legal issues in order to inform the decision-making process with respect to real estate, whether as a business executive, an entrepreneur, or in personal life.

H ADM 489 The Law of the Internet and e-Commerce

Fall, spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective. A. Klausner.

The Internet has changed how business is done in the hospitality industry. The change has raised numerous legal issues that courts and legislatures are trying to decide on or enact. The purpose of this course is to allow students to identify and understand the rapid developments of the law of e-commerce. The course topics are: how the internet works; consumer protection; privacy; intellectual property (patent, trademark and copyright); personal jurisdiction in cyberspace; and online contracts and legal disclaimers. This course introduces students to this emerging area of the law and enables them to identify issues so that they can intelligently seek counsel and understand the law as it continues to evolve.

HOSPITALITY FACILITIES AND OPERATIONS**Food and Beverage Management****H ADM 236 Culinary Theory and Practice**

Fall, spring. 4 credits. Prerequisite: H ADM 106. Required. **Note: preregistered students who do not attend the first lab are automatically dropped from the instructor's record. Because of the group nature of the course, the absolute deadline to drop the course in the fall is September 12, 2003, and the deadline in the spring is January 30, 2004.** R. Spies, R. White, T. O'Connor.

Designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food safety. Students prepare recipes, menus, and production schedules. Students develop the ability to recognize properly prepared foods through preparing, tasting, and evaluating foods. They also plan menus, develop recipes, and produce them in a final project. Completion of work experience in the Statler Hotel is a required course activity.

H ADM 334 Wine and Food Pairing Principles and Promotion

Spring. 2 credits. Prerequisite: H ADM 430. Limited to 20 hotel juniors, seniors, and graduate students. Elective. G. Pezzotti.

Focuses on the pairing and creative marketing of wine and food. Students develop an understanding of regional and varietal wine styles, how food flavors can change a wine's flavor, and the promotion of wine and food. Topics include: wine and food pairing principles, cuisines and their flavor components, food trends in restaurant and in the home, special event planning, and wine-list development. Students design and present wine and food tastings to industry guests.

H ADM 339 Wine in Culture and History—I

Fall. 2 credits. Note: students may not add the course after the second lecture. Elective. A. Nash.

Regions: Germany and Champagne. Through lectures, videos, guided discussions, and readings (but not tastings!), students examine the history, people, culture, and production of wine in the world's great wine regions. Also covered are wine and health issues, wine and food pairing, and retail wine buying and storage strategies. Different regions are covered in the fall and spring (H ADM 439) so the course may be taken both terms in either sequence. Neither term is a prerequisite for the other, nor are H ADM 430 Introduction to Wines and H ADM 339 and 439 prerequisites for the others.

H ADM 430 Introduction to Wines

Fall, spring. 2 credits. Limited to juniors and seniors in the hotel school and seniors and graduate students in all other colleges. *Hotel students are strongly encouraged to enroll in the fall semester.* Students are exempt from the 21-year old age requirement under Section 65 of New York State law. Preregistered students who do not attend the first class and fail to notify the secretary in 274 Statler of their absence before the first class are automatically dropped from the instructor's records. **Because of the high demand for this course and because a product is**

consumed, the absolute drop deadline in the fall for all students is Friday, September 12, 2003, and the drop deadline in the spring is Friday, February 6, 2004. Course fee of \$30.00 includes the cost of a wine glass kit. **No auditing allowed.** Elective. S. Mutkoski, A. Nash.

An introduction to the major wine-producing regions of the world, and what the consumer needs to know to purchase wine at retail outlets and in a restaurant setting. Lecture topics include flavor components in wine, pairing wine and food, responsible drinking, selecting quality and value wine, and wine etiquette. Samples from a variety of countries, regions, and vineyards are evaluated.

H ADM 432 Contemporary Healthy Foods

Fall. 3 credits. Prerequisite: H ADM 305 or equivalent. Limited to 20 seniors and graduate students, or by permission of the instructor. One field trip is required (cost \$50). Elective. M. Tabacchi.

Designed to build a greater awareness and understanding among nutrition and foodservice professionals of the origins and manifestations of today's health conscious and educated foodservice patron. The course addresses the marriage of nutrition and the imaginative, flavorful cuisine demanded by today's consumer. Emphasis is on the use of fresh produce, lean meats, and lack of fabricated diet foods. Creativity and nutrient density of foods served are very important components of menu design in this course. Key topics include the preparation, marketing, merchandising, and selling of healthy menus in Statler's outlets.

H ADM 435 Selection, Procurement, and Supply Management

Fall. 2 credits. **Second seven weeks of the semester.** Limited to 20 hotel juniors, seniors, and graduate students, others by permission. Drop deadline is October 23, 2003.

This course deals with contemporary management issues related to the procurement activities of the hospitality industry. The course focuses on both the food distribution industry and the hospitality industry so that students understand the role the distributor plays in the movement of food and supplies from the producer to the hospitality operator, and how the creation of distributor partnerships serves to improve efficiency and reduce costs. Topics covered include: distribution channels and intermediaries in the supply chain, food distributor financial statement analysis, evaluation and selection of suppliers, developing buying strategies, purchase timing and inventory management, the emerging role of the Internet, and e-procurement service providers.

H ADM 436 Beverage Management

Spring. 2 credits. Prerequisites: H ADM 430. Co-registration is not allowed. Limited only to 25 hotel juniors, seniors, and graduate students. Elective. S. Mutkoski, A. Nash.

Designed for students who intend to pursue food and beverage management as a career. The course deals specifically with the management of beverage operations. Lectures cover: dram shop liability; staff training and responsible customer service; beverage pricing; food and wine pairings; wine list development; purchasing, storage, and service; wine regions; cost controls and loss

prevention; and creative beverage merchandising. Guest lectures highlight industry trends and outlooks.

H ADM 437 Anheuser Busch Seminar in Quality Brewing and Fine Beer

Fall. 2 credits. Prerequisite: H ADM 430. Offered during the first seven weeks of the semester only. Elective. G. Pezzotti.

Designed for upper-level students who intend to pursue food and beverage careers. The course serves to advance one's knowledge about beers in terms of managing such products in a restaurant setting or other foodservice outlet. Lecture topics include the brewing process, sensory aspects of beer, international beer types and styles, marketing malt products, purchasing and distribution, storage and service, beer and food pairings, staff training and education, cost controls and third-party liability issues. There is one required field trip.

H ADM 438 Seminar In Culture and Cuisine

Fall. 3 credits. Prerequisites: H ADM 165 and H ADM 290/236 or permission of the instructor. Limited to 20 students. Elective. R. Spies.

This seminar explores various cuisines in terms of history, lifestyle, and foods peculiar to a culture. Through readings, research, and meal preparation, students explore various cuisines in depth. The goal of the course is to develop an awareness of several international cuisines enabling students to make comparisons and draw relationships among foodways of different cultures. Possible incorporation of each cuisine into restaurant menus is discussed as well. Each student is involved in doing research reports, oral presentations, and designing and orchestrating the preparation of menus.

H ADM 439 Wine in Culture and History—II

Spring. 2 credits. Elective. Note: students may not add the course after the second lecture. A. Nash.

Regions: Bordeaux, Burgundy, and California. Provides students a cultural and historical perspective on wine and its place in society. Through lectures, videos, guided discussions, and readings students examine the history, people, culture, and production of wine in the world's great wine regions. Also covered are wine and health issues, wine and food pairing, and retail wine buying and storage strategies.

H ADM 634 Food and Beverage Marketing Strategy

Spring. 3 credits. Prerequisite: completion of at least one three-credit marketing course. Limited to graduate students (seniors by permission). Elective. Faculty.

Teaches students how to apply marketing, sales, and merchandising techniques to the commercial food and beverage industry. The course addresses: developing a market segmentation based upon understanding the needs and wants of potential target markets; translating needs and wants into a viable foodservice concept positioning strategy; and marketing strategies used to maintain and increase sales and marketshare. Course recitation work and analysis involve substantial use of the Consumer Report on Eating Share Trends (CREST) database as provided to Cornell through a special agreement with National Purchase Dairy Group, Inc. (NPD).

Operations

H ADM 105 Introduction to Lodging

Fall, spring. 3 credits. Limited to hotel and ITD students only. Required. R. McCarthy. Designed to provide students with a comprehensive, fundamental understanding of how hotels are managed from the rooms perspective. Through practical hands-on experiences, students are exposed to operational line-level positions in the rooms division including: housekeeping, reservations, front desk, PBX, and bellstand. Lectures will begin with an overview of the lodging industry and focus on the managerial aspects of the rooms division. Topics covered include: revenue management, forecasting, budgeting, measuring performance, transient versus group displacement, pricing and inventory management, service quality, ethics, and technology. During the course of the semester students apply what they have learned in class while operating their own virtual 250-room hotel using the CHESS computer simulation. Guest lecturers provide students with insight to various career opportunities in the operations- or rooms-related areas.

H ADM 106 Introduction to Food Service Operations

Fall, spring. 4 credits. Limited to 30 hotel students per section. Required. D. Reynolds, A. Susskind.

An introduction to the principles of food and beverage management, beginning with an overview of the foodservice industry at large. Attention is focused on major industry segments, business practices, and trends. Subsequently, detailed consideration is given to the components of the foodservice system: marketing, menu planning, logistical support, production, service, and controls and quality assurance. Product and systems differentiation in various industry segments are emphasized throughout. Completion of a work experience in the Statler Hotel is a required course activity.

H ADM 301 Service Operations Management

Fall, spring. 3 credits. Limited to 60 hotel students per lecture. Limited to 20 students per section. Required. Faculty.

Introduces statistical and operations research methods appropriate for the hospitality industry. The goal of the class is to provide students with the skills and understanding necessary for decision making using quantitative data. Students use computer spreadsheet software extensively. A key requirement of the course is an ability to communicate the results of the analyses in a clear manner. Topics include: probability, decision analysis, modeling, forecasting, quality management, process design, waiting lines, project management.

H ADM 303 Club Management

Fall, spring. 2 credits. Not open to freshmen. Second 7 weeks in the fall: limited to 35 hotel juniors and seniors who must have completed H ADM 105 or equivalent. First 7 weeks in the spring: open enrollment. The deadline to drop a seven-week course is the midpoint of the course. Elective. R. James.

The study of private membership clubs and the leadership role in club administration. The application of current management principles in a not-for-profit environment is discussed and club management is compared to other areas of the hospitality industry and other not-

for-profit organizations. Topical coverage includes: tournament, facility, and recreation management; legal, financial, and legislative issues; human relations and resource consideration; and marketing, pricing policies, and quality standards.

H ADM 305 Restaurant Management

Fall, spring. 4 credits. Prerequisites: H ADM 106 and H ADM 236. Limited to 27 hotel students per lab. Approximate cost of lab manual, certification for alcohol service, utensils for front and back of house is \$85.00. Required. **Because of the group nature of the course, the absolute deadline to drop the course in the fall is September 12, 2003, and the deadline to drop in the spring is January 30, 2004.** B. Lang.

Offers the opportunity to synthesize the skills, concepts, and theories students have learned in other classes and practically apply them in an actual restaurant setting. Lecture topics cover pertinent issues and principles relevant to the industry at large and then, as a class, the principles are incorporated into actions that occur in the student-run operation. Linking theoretical topics to an existing business creates a challenging and compelling learning environment.

H ADM 401 Seminar in Independent Corporate Restaurant Operations Management

Fall, spring. 3 credits. Limited to 20 hotel students with written permission of the instructor. Students can expect to incur expenses over the term of the semester of no more than \$350.00 due to five required field trips. Elective. G. Pezzotti.

Designed for students who have a strong interest in food and beverage operations and may be considering a career as an entrepreneur. Under the supervision of the instructor and utilizing student-developed case studies, the students visit and analyze various independently owned restaurant operations. Analysis covers, but is not limited to: the restaurant's concept (market), organization, ownership, management, physical structure, staff, front-of-the-house operations, back-of-the-house operations, and fiscal integrity. Readings relative to current topics in the restaurant industry are required. Classes alternates weekly between field trips (2:30 through dinner) and seminar/case presentation.

H ADM 402 Contract Foodservice Management

Fall. 3 credits. Prerequisites: H ADM 106 and H ADM 236. Limited to 30 juniors, seniors, and graduate students. Elective. D. Reynolds.

Operations in business and industry, healthcare, sports complexes, and education, as well as other on-site segments, represent more than one fourth of total restaurant-industry sales. This course addresses the major differences between onsite foodservice management and traditional restaurant management with particular focus on organizational structure, operational configuration, controls, labor issues, systems design and implementation, contractual issues, and revenue enhancement/cost containment. Related topics such as event planning and senior living are also discussed. Includes readings, discussions with industry leaders, cases, site visits, and an integrated research project.

H ADM 403 Specialty Food and Beverage Operations: Guest Chefs

Spring. 3 credits. Prerequisites: H ADM 305 or H ADM 702 with permission of the instructor. Limited to 20 hotel juniors, seniors, and graduate students with permission of the instructor. Elective. G. Pezzotti.

Designed for students focusing in food and beverage preparation. Students considering a career in the hotel or restaurant food and beverage environment or those who anticipate interacting with present-day culinary trends will find the course especially beneficial. Over the course of the semester, the class, working in groups, is responsible for the marketing, organization, planning, production, service, financial analysis, and accounting relative to three guest-chef specialty production nights. The chef will be asked to recommend the evening's menu reflecting his/her culinary background and work with the class in producing the meal for the Cornell community using the hotel facility. A final project is required analyzing the relative degree of success experienced by each guest-chef event. The analysis considers consumer reaction as well as proper application of food and beverage management principles.

H ADM 404 Catering and Special Events Management

Fall. 3 credits. Prerequisites: H ADM 236, or permission of instructor. Limited to 30 students. One required field trip to New York City, approximate cost \$250. Elective. R. Spies.

The catering and special events industries are among the fastest growing segments of the hospitality industry. This course focuses on off-premise and on-premise catering for social and business functions, and the management of large-scale independent events, such as sporting events, artistic performances, and product launches. Topics include: organizational structure, legal aspects of catering and special events management, product and service development, marketing and sales, catered function and special event planning and execution, staff recruitment and training, post event analysis, financial success of catering, and special events businesses.

H ADM 407 Seminar in Hotel Operations

Spring. 3 credits. Limited to 30 juniors and seniors. The estimated cost of the field trips is \$250. Elective. R. McCarthy.

In this seminar-style class students develop their leadership abilities through a series of hands-on projects for the Statler and Waldorf-Astoria hotels. Students gain experience by identifying the requirements and challenges of a project, creating a plan, and carrying out the leadership responsibilities that will result in others successfully implementing their recommendations. Drawing on their specific knowledge and skills in all the academic disciplines students take a broader perspective on the hotel as a business organization. They investigate the combination of human and technical forces that make a hospitality business succeed or fail. Emphasis is on reconciling the real or apparent conflicts between theory, as learned in the students' college courses, and practice, as observed in actual hotel operations. Upon completion of the course, students will be able to evaluate issues and formulate cogent strategies for managing hotel operations.

H ADM 408 Introduction to Casino Operations

Fall. 2 credits. Limited to hotel students. There is one required field trip to Atlantic City at the cost of approximately \$200. Elective. R. McCarthy.

A vital part of the hospitality industry, casino gaming is one of the most exciting and fastest growing industries. In this course we focus primarily on the operation and ownership of commercial casinos and the hotels attached to them. The course is designed to introduce students to the internal and external casino environment. We look at the historical development of gaming in America to understand how the industry has evolved to its present form. Students learn the organizational structure of a casino hotel, how it operates, and how it makes money. Students also gain an understanding of the different companies that own casino hotels and the current issues facing these companies. Topics include: casino marketing strategies and player rating systems; the social and economic impact of gaming and the various regulatory environments within which casinos operate; and how common casino games are played and the mathematics of the various games. Students build on their food and beverage and hotel knowledge to better understand the specific challenges facing casino hotel operators.

H ADM 602 Spa and Spa Hotel and Resort Development and Management

Fall and spring. 3 credits. Limited to 33 hotel school seniors and graduate students, others by permission. Two field trips are required: approximate cost \$75-100. Elective. M. Tabacchi.

Emphasizes the development, management and marketing of spas, spas in hotels and resorts, and spa restaurants. Day spas, resort spas, and destination spas are studied in depth. The feasibility of success for new spas and marketing research necessary to establish new spas is discussed. The design of menus, mental and physical fitness programs, stress management, spa medical treatments, complementary medical treatments, and other spa programs are all considered. Personnel required, safety, legal, and ethical issues regarding spas are an important part of the course. The integration of nutritious menu items into restaurant menus and their marketing and merchandising is studied. Guest speakers from spas are an integral part of the course.

H ADM 604 Service Operations Management

Spring. 3 credits. Prerequisite: H ADM 775, or equivalent. Limited to 25 graduate students. Elective. G. Thompson.

Improves the understanding of the operations function of service organizations. The course focuses on the role and nature of service operations and the relationship of operations to other business functions, and develops skills and provides techniques for the effective management of service operations. Topics covered include service design, bottleneck and layout analysis, capacity management, work force management, and quality management. This course is intended for any graduate students interested in services management.

H ADM 605 Yield Management

Spring. 3 credits. Prerequisite: H ADM 301, H ADM 701, or equivalent. Limited to 30 seniors and graduate students. Elective. S. Kimes.

Helps students learn how to effectively apply the principles of yield management. The course focuses on the integration of yield management techniques with information technology, internal management issues, and external marketing concerns. Topics covered include yield management techniques, forecasting, overbooking, group decisions, and management and marketing issues.

H ADM 606 Restaurant Revenue Management

Fall. 2 credits. First seven weeks of the semester. Prerequisites: H ADM 701 and H ADM 702. Limited to 30 graduate students, or by permission of the instructor. **Note: the deadline to drop a seven-week course is the midpoint of the course.** Elective. S. Kimes.

Revenue management is a method for profitably managing capacity. The objective of this course is to help students learn how to apply the principles of revenue management to restaurants. The course focuses on methods of managing duration and price with the intent of maximizing revenue per available seat-hour. Topics covered include forecasting, overbooking, reservations systems, information technology, process design, pricing, and management and marketing issues.

H ADM 609 Airline In-Flight Management and Food Services

Spring. 3 credits. Limited to 30 seniors and graduate students, others by permission of the instructor. The cost of this field trip is approximately \$75.00. Elective. M. Tabacchi.

A must for those who are interested in careers in the airlines industry. The impact of 9/11 upon the industry will be investigated. Airline service and on-board services are used as competitive advantages by airline carriers. In fact, names such as Singapore Airlines and Virgin Atlantic have become synonymous with service excellence in a service economy. The strategies of developing competitive and superior service in today's erratic economic climate will be a major part of class discussion. Guest speakers from American Airlines, Singapore Airlines, US Airways, Delta, Continental Airlines, Virgin Atlantic, and SkyChefs will be featured. In addition to service strategies both on the ground and in the air, students will study the challenge of serving meals on international flights. Strategies, planning, and forecasting by these executives will be examined. Case studies based upon national and international airline business will be an integral part of the course. A field trip to an airline's hub city enables students to observe first hand the industry and its personnel in action.

H ADM 701 Quantitative Methods

Fall. 3 credits. Open to M.M.H. students only, except by written permission of the instructor in advance of preenrollment. M.M.H. requirement. S. Kimes.

Covers statistical and operations research techniques which can be applied to the hospitality industry. Topics covered include descriptive statistics, probability, sampling, correlation and regression, forecasting, and yield management. The emphasis is on hands-on application to hospitality problems.

H ADM 702 Food and Beverage Management

Spring. 3 credits. Open to M.M.H. students only, except by written permission of the instructor in advance of preenrollment. M.M.H. requirement. A field trip costing approximately \$600 is required. A. Susskind.

Focuses on the technical, managerial, and human resources skills needed to be successful in foodservice management. Topics such as market-based analysis, concept development, menu planning, operations management, and customer service processes are addressed in a seminar format. Current and future issues affecting the foodservice industry are discussed.

Facilities Management, Planning and Design**H ADM 255 Hospitality Development and Planning**

Fall, spring. 3 credits. Limited to 20 per section. Limited to sophomores, juniors, and seniors. Required. S. Robson.

An introduction to the issues and opportunities inherent in the development and planning of hospitality facilities, specifically hotels and restaurants. Course components include the project development sequence, conceptual and space planning, architectural design criteria, construction management, and the interpretation of architectural design and consultant drawings. The emphasis is on setting appropriate facilities requirements, understanding industry practice, and implementing properties decisions within a balanced design, operations, and financial framework.

H ADM 351 Hospitality Facilities Design

Fall. 4 credits. Prerequisite: H ADM 251 or H ADM 751, or permission of instructor. Limited to 36 students. Elective. R. Penner, S. Robson.

This intensive studio course provides the graphic skills important for design and experience in applying these skills in different hospitality planning and design situations. Students will prepare a number of design projects using both hand drafting and computer-aided design (CAD) software. These assignments cover basic graphic skills and layouts for typical hotel spaces including guestroom suite, lobby and lobby bar, and full-service restaurant or specialty coffee retail outlet.

H ADM 352 Hotel Planning and Interior Design

Spring. 3 credits. Prerequisites: H ADM 351 or permission of instructor. Limited to 24 students. The course includes a required field trip at a minimum cost of \$250 and the purchase of presentation materials at a minimum cost of \$150. Elective. R. Penner.

Helps students understand how to manage the design process—how to establish the scope of work, contracts, budgets, etc. In addition, it builds on earlier courses to give students experience in planning and designing guestrooms, lobby, food and beverage, function, and fitness spaces. The studio course focuses on a term-long project, in which student teams prepare the interior design for an actual hotel development. The class will visit a northeastern city, tour the project site and competitive hotels, meet with an architect or designer, and establish an integrated concept for the hotel. Students will design all

the main interior spaces, modifying the architectural plan as necessary, lay out furniture and fixtures, select finishes and FF&E, and prepare a full design presentation.

H ADM 353 Foodservice Facilities Design

Spring. 3 credits. Prerequisites: H ADM 351 and H ADM 305 (coregistration or other commercial food production experience is acceptable) or permission of the instructor. Limited to 12 students in each section. Elective. S. Robson.

An introduction to the basic concepts of foodservice facilities design and planning with an emphasis on restaurants. Students determine space allocations for the front and back of house areas, develop production work flow in the preparation and service areas, and select equipment using standards for production capability, quality of construction, and the ease of maintenance. All documentation is produced on CAD, which is taught as part of the weekly studio. Students also use studio time for planning, designing, and writing specifications for a medium-size restaurant kitchen.

H ADM 354 Computer-Aided Design

Fall, spring. 3 credits. Attendance at 1st class meeting is **mandatory!** Some computer experience is highly recommended. Prerequisite: H ADM 351 or equivalent studio experience. Limited to 24 students in each lecture. Elective. S. Curtis.

Develops an understanding of the features, limitations, and considerations associated with the operation of microcomputer-based computer aided design (CAD) systems. Using AutoCAD on the IBM PC, the course presents an organized and logical sequence of commands, mode settings, drawing aids and other characteristics of CAD. Students spend time learning the program in the school's computing center and develop a complete graphic presentation. Emphasis is placed on the use and operation of CAD systems in a commercial document production environment.

H ADM 355 Hospitality Facilities Operations

Fall. 3 credits. Prerequisite: H ADM 255. Limited to 18 students per section. Required. M. Redlin.

An overview of the operation of hospitality facilities, including operating costs for various types of facilities, types and characteristics of major building systems, and the responsibilities of the engineering-maintenance department. The renovation needs of hospitality facilities are examined and key managerial aspects of renovations considered.

H ADM 356 Security and Loss Prevention Management

Spring. 3 credits. Limited to sophomores, juniors, seniors, and graduate students. Elective. D. Stipanuk.

A comprehensive look at risk management within the hospitality environment. The course addresses issues of loss control for hospitality firms. Using a risk management conceptual framework, issues in fire protection, customer and workplace safety, OSHA, and customer and corporate security are analyzed.

H ADM 452 Sustainable Development and the Global Hospitality Industry

Fall. 3 credits. Limited to juniors, seniors and graduate students. An overnight field trip is a required course activity. Cost for lodging and transportation estimated at

\$100, meals are additional. Elective.
D. Stipanuk.

A multi-dimensional course introducing the global sustainability and environmental movements, their impact on the hospitality industry, and responses to and opportunities associated with sustainability. Readings are drawn from the environmental, sustainability, and hospitality literature. Students should be prepared to encounter conflicting views in the readings and in classroom discussions. The course attempts to portray a variety of viewpoints regarding issues of contemporary interest to society and the business community. Discussion of these issues is a key component of the course.

H ADM 454 Advanced Computer-Aided Design and 3-D Visualization

Spring. 3 credits. Prerequisite: H ADM 354 or equivalent introductory AutoCAD course. Limited 24 students. Elective.
S. Curtis.

Computer-aided design has grown beyond its traditional use as a tool to draw contract documents. This course gives students an understanding of the more advanced capabilities of AutoCAD as they apply to 3D surface and solid modeling. This course also explores the use of 3D Studio VIZ, a 3D modeling and animation program from Autodesk, in creating 3D models that can be used to produce photo-realistic renderings and animations. Course material is learned by completing weekly project assignments and a final project.

H ADM 456 Hospitality Facilities Management

Spring. 3 credits. Prerequisite: H ADM 355, H ADM 751, or permission of instructor. Overnight field trip required. Cost for lodging and transportation estimated at \$100, meals are additional. Elective.
D. Stipanuk.

Takes a managerial approach to hospitality facilities addressing issues of owning and operating cost management, facilities services and delivery systems management, governmental regulatory compliance, and emerging issues. This year there will be a particular emphasis on environmental issues such as indoor air quality, waste management, and energy conservation. Extensive use of the World Wide Web is anticipated.

H ADM 457 Hotel Development

Fall. 3 credits. Limited to juniors with permission, seniors and graduate students. Overnight field trip required. Cost for lodging and transportation estimated at \$100, meals are additional. Elective.
D. Stipanuk.

Focuses on the management structure and systems, laws and regulations, and industry practices that most influence the successful development of hospitality real estate, including lodging and eating facilities. Topics include: market studies, franchise requirements, governmental approvals, design construction contracts, the construction process, scheduling, budgeting, and emerging issues and opportunities. Guest speakers present case studies of actual development projects.

H ADM 459 International Hotel Development

Spring. 3 credits. Limited to juniors, seniors and graduate students. Elective. R. Penner.

The seminar course includes discussion of corporate expansion strategies, the

international development process, viewpoints of different stakeholders, and development challenges such as technology, infrastructure, environmental concerns, and public policy issues. Students research a variety of international destinations and the strategies of emerging management companies. Guest lecturers will present and discuss new projects in Europe, Middle East, South America, and Asia and contrast these opportunities to development in the United States.

H ADM 751 Properties Development and Planning

Spring. 3 credits. Open to M.M.H. students only, except by written permission of the instructor in advance of preenrollment. Limited 30 students per section. M.M.H. requirement. M. Redlin.

Provides an overview of project development, hotel planning, and the construction process including the role of the development team, feasibility, functional planning and design, interpretation of architectural drawings, architectural and engineering criteria, construction management, contracts, and scheduling. In conjunction with other (M.M.H.) core courses, student teams prepare the program documentation for a new hotel or one undergoing major rehabilitation.

MARKETING, TOURISM, STRATEGY AND INFORMATION SYSTEMS

Marketing, Tourism and Strategy

H ADM 141 Microeconomics for the Service Industry

Fall, spring. 3 credits. Limited to 50 hotel students per lecture. Required. B. Carroll.

Introduces students to microeconomic principles and theories in the context of applications and solutions associated with the service industry with a focus on hospitality and travel. Topics include principles of production, supply and demand, firm behavior, costs, pricing and topics specifically associated with the travel and hospitality industry. Includes readings, lectures, discussions, problem sets, and guest speakers.

H ADM 243 Marketing Management for the Hospitality Industry

Fall, spring. 3 credits. Limited to 60 hotel students per lecture, not open to freshmen. Required. Faculty, R. Kwornik.

Develops an understanding of marketing management, the process through which organizations analyze, plan, implement and control programs to develop and maintain beneficial exchanges with target buyers. Students will learn about marketing management through a mix of readings, lectures, class discussions, individual and group exercises, industry guest speakers, and exams. A key element of the course involves working as part of a small team to complete a marketing plan for a business organization. The plan provides a road map of an organization's future marketing strategies and programs.

H ADM 340 Franchising in the Hospitality Industry

Fall. 2 credits. Not open to freshmen. Offered during the second seven weeks of the semester. Note: the deadline to drop a seven-week course is the midpoint of the course. Elective. M. Noden.

Deals with relationships between the franchisor and the franchisee, advantages and disadvantages of franchising, structure of and services offered by franchisors. Case studies of leading lodging and restaurant companies currently offering franchises will be discussed. There are also guest speakers from the franchising industry.

H ADM 343 Marketing Research

Fall. 3 credits. Prerequisite: H ADM 243. Elective. M. Lynn.

Helps students become better consumers of marketing research. Topics include issues involved in designing, conducting, and interpreting focus groups, depth interviews, surveys, experiments, and choice models. Special emphasis will be placed on what each method should and should not be used for and why.

H ADM 344 Tourism I

Fall. 2 credits. Not open to freshmen.

Offered during the second seven weeks of the semester. Note: the deadline to drop a seven-week course is the midpoint of the course. Elective. M. Noden.

An introductory course in the study of tourism. The origins and evolution of contemporary tourism are carefully examined. Students are familiarized with the various supply components of the tourism industrial base and their integration on an international scale. The effects of mass volume tourist demand on destination development are explored through the use of selected limited case studies. A series of guest lectures by well-known experts from the travel industry highlight the economic operations and effects of tourism in both the public and private sectors.

H ADM 345 Hospitality Sales

Spring. 3 credits. Prerequisite: H ADM 243, H ADM 741 or equivalent. Limited to 24 students. Elective. Faculty.

Involves an extensive study of personal selling to encourage the use of intuition, judgment, logic, problem-solving methodology, and other tools as part of the overall sales mix. The course is very interactive. Students will be involved in numerous sales role-plays, some of which will be videotaped. Guest speakers will sometimes serve as the buyers in these role-plays. Students will be required to critique the role-play performances of classmates, develop written sales presentations, and shadow a professional salesperson.

H ADM 347 Consumer Behavior

Fall. 3 credits. Prerequisite: H ADM 243. Limited to 45 juniors and seniors. Elective.
M. Lynn.

Helps students become better at understanding, predicting, and influencing consumer behavior. Topics include motivation, perception, learning, decision making, attitudes, non-verbal communication, persuasion, compliance, geo-demographics, and psychographics. The practical implications of psychological principles will be emphasized. Specific applications will involve such areas as guest frequency programs, menu design, promotional strategy, personal selling, sales and marketing planning, and marketing research. Class time will be used for discussions and application exercises as well as for the presentation of relevant information.

H ADM 441 Strategic Management

Fall, spring. 3 credits. Prerequisites: at least one course in accounting, finance, marketing, operations, economics, and information systems. Limited to seniors. Because of the group nature of the course, the absolute drop deadlines are September 11 (fall) and January 10 (spring). Required. D. Bergh, J. Harrison.

Students will learn to evaluate firms, industries, and the broader environments in which they exist. Since this is a capstone course, a part of the analysis process will involve integrating material learned in all of the functional disciplines. Students also will evaluate specific firm strategies and their impact on competitiveness and performance. Using all of this information, students will be trained to select strategies for firms and develop plans for implementing them. Topics include environmental analysis, firm resource analysis, competitive analysis, strategy formulation, strategy implementation, international strategy, and strategic control.

H ADM 442 Strategic Marketing

Fall. 3 credits. Prerequisite: a previous marketing course. Limited to seniors. Elective. C. Dev.

Offers innovative, practical, and profitable knowledge and insights to improve revenue, profit, and customer loyalty. Concepts include underlying strategic marketing, best-practice examples, and challenges facing hospitality brands. The unique benefits of this course come from the extensive use of detailed cases in which students break into competing teams to formulate strategies and tactics in a realistic marketing environment. Brands whose marketing strategies will be examined include Hilton, Marriott, Accor, Choice, Four Seasons, Club Med, Harrah's, Shangri-La, Yum Brands, Starbucks, Disney, and Southwest Airlines. Learning will be assessed via in-class contributions, written analysis of cases, a mid-term and a final exam.

H ADM 445 Services Marketing

Fall. 3 credits. Prerequisite: a previous marketing course or permission of the instructor. Limited to 40 students. Elective. R. Kwortnik.

Students preparing for management positions will develop a deep understanding of the marketing principles and challenges unique to services firms, especially those in the hospitality industry. The main course goal is to develop critical analytic skills and knowledge needed to create and implement service strategies for competitive advantage. Course content includes key differences in goods vs. services marketing and service gaps analysis, services consumer behavior and satisfaction, service quality, relationship marketing, service recovery, service design (including analysis of service as theater), service blueprinting and the "servicescape," and services pricing, promotion, and distribution. Lectures, discussion, cases, and guest-speaker presentations.

H ADM 447 Managing Hospitality Distribution Strategies

Spring. 3 credits. Prerequisites: H ADM 141 and H ADM 243. Elective. B. Carroll.

Provides a framework for managing marketing distribution strategies. Presents and analyzes the structure and interrelationships among distribution channels within the travel and hospitality industry. Theories of marketing distribution management and analysis are evaluated and applied within the context of that system. Topics include dimensions of

hospitality marketing distribution, economics of the major hospitality distribution segments, managing hospitality distribution strategies, and the role of convention and visitors bureaus, national tourist organizations, and associations in distribution management.

H ADM 448 Marketing Communications

Spring. 3 credits. Prerequisite: a previous marketing course. Seniors only. Elective. C. Dev.

Applied perspective on correctly managing communication programs for brands in the hospitality industry. Topics include advertising, promotion, collateral, direct marketing, public relations, and Internet marketing. Key elements of marketing communications and how to use them effectively and efficiently via lectures, case discussions, and examination of best and worst examples. Learning will be assessed via in-class contributions, periodic written submissions, an oral presentation, and a written report.

H ADM 642 Strategic Marketing

Fall. 3 credits. Prerequisites: a previous graduate marketing course. Limited to graduate students. Elective. C. Dev.

Offers innovative, practical, and profitable knowledge and insights to improve revenue, profit, and customer loyalty. Concepts include underlying strategic marketing, best-practice examples, and challenges facing hospitality brands. The unique benefits of this course come from the extensive use of detailed cases in which students break into competing teams to formulate strategies and tactics in a realistic marketing environment. Brands whose marketing strategies will be examined include Hilton, Marriott, Accor, Choice, Four Seasons, Ritz-Carlton, Club Med, Harrah's, Shangri-La, Yum Brands, Starbucks, Disney, and Southwest Airlines. Learning will be assessed via in-class contributions, written analysis of cases, a mid-term and a final exam.

H ADM 645 Services Marketing

Spring. 3 credits. Prerequisite: a previous marketing course or permission of the instructor. Limited to graduate students. Elective. R. Kwortnik.

The main course goal is to develop critical analytic skills and knowledge needed to implement service strategies for competitive advantage. Topics include key differences in goods vs. services marketing and service gaps analysis, services consumer behavior and satisfaction, service quality, relationship marketing, service recovery, service design (including analysis of service as theater), service blueprinting and the "servicescape," and services demand management, pricing, promotion, and distribution. Lectures, discussion of current services research, case analyses, and guest-speaker presentations. Also used will be a variety group and individual written projects and presentations, including a services-marketing audit.

H ADM 740 Competitive Strategies for the Hospitality Industry

Fall. 3 credits. Open to M.M.H. students only, or permission of the instructor. M.M.H. requirement. J. Harrison.

Provides students with an understanding of the basic concepts of marketing management and experience with the techniques, analyses, and frameworks necessary for solving marketing management problems. Theories and concepts that draw on customer, competitor, and core capability analyses in marketing planning and implementation, with

applications in the hospitality industries, will be explored. The skills developed in this course will be useful to all managers whether or not they take positions in marketing. The primary objectives of this course are to develop student decision-making capabilities in the various functional areas of marketing, including product, price, promotions, and distribution policies. All of the key components of the marketing function and its interaction with the other key business functions will be covered. Through the use of cases and classroom discussions, students will have the opportunity to gain experience in the following: analyzing market opportunities, generating feasible alternatives, selecting appropriate criteria for choosing among alternatives, and deriving actionable implementation plans.

H ADM 741 Marketing Management

Spring. 3 credits. Limited to first-year M.M.H. students. M.M.H. requirement. L. Klein.

Provides students with an understanding of the basic concepts of marketing management and experience with the techniques, analyses, and frameworks necessary for solving marketing management problems. Theories and concepts that draw on customer, competitor and core capability analyses in marketing planning and implementation, with applications in the hospitality industries, will be examined. Develops student decision-making capabilities in the various functional areas of marketing, including product, price, promotions, and distribution policies. Topics include analyzing market opportunities, generating feasible alternatives, selecting appropriate criteria for choosing among alternatives, and deriving actionable implementation plans. Case studies will be used to apply marketing concepts and tools in the hospitality industries. The capstone of the course will be team development of a marketing plan.

H ADM 742 Creating and Managing for Service Excellence

Fall. 3 credits. Open to M.M.H. students only, except by written permission of the instructor in advance of pre-enrollment. M.M.H. requirement. R. Kwortnik.

How do you maintain profitability in an increasingly competitive environment? One approach is to manage for value, deliver the quality level the customer is willing to pay for, and produce it at a cost that allows a firm to prosper. This course covers the concepts, complexity and management practices necessary to deliver consistent value in the hospitality industry (determining customer expectations; integrating marketing into operations; managing customer satisfaction; and measuring and controlling costs). Cases, lectures, discussion, and industry experts are used, but the emphasis is on translating the strategic understanding of value into management practice.

Information Systems**H ADM 174 Microcomputing**

Fall, spring. 3 credits. Limited to hotel freshmen and transfers in the fall. Open enrollment in the spring. Limited to 30 students per section. Required. P. Clark, M. McCarthy, G. Piccoli.

Provides a foundation in information technology (IT) and how it relates to every day business computing. Teaches IT concepts during lectures and reinforces these concepts

in practical lab sessions using current standards of business computing. Topics include fundamental IT concepts, proficiency in Microsoft Office, and understanding the issues of tool selection, standardization, and efficiency, integration of applications, and recognizing the importance of good computer management.

H ADM 274 Microcomputing

Spring. 3 credits. Limited to 30 non-hotel students per lecture. Elective. P. Clark. An introduction to business computing to develop functional computer fluency. Students develop their skills in the areas of: text, spreadsheets, presentation and file management, and website management. The course is entirely lab-oriented and students work using Windows 2000. Software used is the latest in word processing, spreadsheet, presentation, database and web design.

H ADM 275 Information Technology for Hospitality Managers

Fall, spring. 3 credits. Prerequisite: H ADM 174. Limited to hotel students. Required. R. Alvarez, E. Wagner.

Composed of two blocks: Block 1, lecture: the goal of this block is to provide the students with a broad-base knowledge of information technology (IT) management issues. Block 2, lab: the goal of this block is to provide the students with advanced Microsoft Excel model-building skills and concepts.

H ADM 374 End-user Business Computing Tools

Fall. 3 credits. Limited to 30 students. Elective. E. Wagner.

Prepares students to create and manage information in a knowledge-based organization. The design and use of database and spreadsheet functionality will be used to perform analyses and make decisions. Students will gain a conceptual foundation and then practice applying these ideas through project activities and course readings. Topics include information and information management in organizations, fundamentals of relational database design and implementation, SQL queries, how to work in a database design team and as an individual research analyst, database design and management using Microsoft Access, how to normalize a database design to ensure effective use of the technology, analysis of the managerial decision-making process functionality within Microsoft Access and Excel, the conversion of data into information and knowledge that can be leveraged for particular business goals, the role of data and information management in contemporary society, and data management opportunities in the hospitality industry.

H ADM 476 Visual Basic for Applications: End-user Programming

Fall, spring 3 credits. Limited to 30 students per lecture. Elective. M. Talbert. This is an introductory programming course for end-users (business managers, consultants, and so on). Students develop fluency in the popular Visual Basic for Applications (VBA) language. Using VBA, students learn how to customize and extend the Microsoft Office Suite, with an emphasis on Excel. They also develop custom information systems using Microsoft Office applications as programmable building blocks. Secondary objectives of the course are to cover fundamental design and programming principles. The course is entirely lab based. Note: due to capacity restraints in

the Binenkorb lab, the following restrictions apply: attendance at the first class meeting is mandatory; no-show students will be dropped from the course to make room for stand-by students; students may not drop the course after the second week of class.

H ADM 477 Advanced Business Modeling

Fall and spring. 2 credits. Second seven weeks of the semester. Note: the deadline to drop a seven-week course is the midpoint of the course. Limited to 21 seniors and graduate students, with preference given to M.M.H. students. Prerequisite: H ADM 174. M. Talbert.

This course is focused on organizational systems, planning, and decision process, and how information is used for decision support in organizations. The course provides students with practical skills in developing spreadsheet computer models using Microsoft Excel. Topics covered include: business planning and forecasting, numerical methods, advanced formulas and functions, user-interface design, data protection and validation, importing external data, and output presentation.

H ADM 574 Strategic Information Systems

Spring. 3 credits. Elective. G. Piccoli. This course is targeted to those students contemplating careers in general management and operations, marketing, or information systems. Managerial in nature, the course is designed to help students think strategically about IT (and by extension about any organizational resource) and will provide students with analytical tools that can help them make effective decisions about the use (or not) of IT in organizations. Students will learn the managerial implications of recent technology trends, the economic premises of the new competitive landscape dominated by pervasive networks (e.g., the Internet), how information technologies can be leveraged to create shareholder value and service customers, how information and advanced IT can create competitive advantage, and when and how a competitive advantage based on IT can be sustained. Course includes lectures, case study discussions, guest presentations, and project work. Much of the class activities center around analysis and discussion of readings and case studies. Class meetings are very interactive.

H ADM 575 Internet Technologies

Spring. 3 credits. Prerequisite: H ADM 174 or equivalent. Elective. M. Talbert. Introduces students to the technical underpinnings of the Internet, with an emphasis on the World Wide Web. Students survey many of the key technologies that form the mechanism of the Web, including HTML, DHTML, XML, JavaScript, VBScript, Java, Style Sheets, Browsers, Servers, ActiveX, and Active Server Pages. The goal is a managerial familiarity with a broad range of important technologies, rather than proficiency in any single technology. This is an implementation course, in other words, programming. Students should expect a considerable demand on outside time for practice necessary to gain programming fluency in the languages introduced. Note: due to capacity restraints in the Binenkorb lab, the following restrictions apply: attendance at the first class meeting is mandatory; no-show students will be dropped from the course to make room for stand-by students; students may not drop the course after the second week of class.

H ADM 772 Information Technology for Hospitality Managers

Fall. 3 credits. M.M.H. requirement. Open to M.M.H. students, others by written permission of the instructor. G. Piccoli. This course takes a managerial approach and focuses on the concepts and terminology that functional and general managers must command to be effective and competent users of the information systems (IS) resource. Students will have the opportunity to learn about the following: the concept of IS and its component parts; the fundamentals of information technology, including appropriate language and fundamental concepts; the major hospitality-specific information systems and enterprise information systems, as well as their appropriate design, deployment, and management; the systems development and selection process; and IS resource assessments, planning, and management. This course assumes no IT- or IS-specific knowledge and aims at building such a knowledge base. Lectures, case-study discussions, guest presentations, and project work will be used to accomplish the course objectives and to evaluate students' understanding of the concepts and analytical techniques covered.

FINANCE AND REAL ESTATE

Finance/Accounting

H ADM 120 Personal Financial Management

Fall, spring. 2 credits. Limited to 50 non-hotel students. Elective. L. Hensley. An overview of personal financial planning including money management, tax planning, use of credit, insurance, investing, retirement planning, and estate planning.

H ADM 121 Financial Accounting

Fall, spring. 3 credits. Limited to hotel students. Required. D. Dittman. An introduction to the basic principles of accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

H ADM 123 Financial Accounting Principles

Fall, spring. 3 credits. Limited to non-hotel students. Elective. Faculty. An in-depth introduction to the principles of financial accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

H ADM 125 Finance

Fall, spring. 3 credits. Limited to undergraduate non-hotel students only. Elective. Faculty. Students are exposed to a wide variety of corporate finance topics including: time value of money, risk and return, valuation models, cost of capital, capital budgeting, capital structure, and dividend policy.

H ADM 221 Managerial Accounting

Fall. 3 credits. Prerequisites: H ADM 121 and H ADM 174, or equivalents. Required. G. Potter. Focuses on the use of accounting information for management decision making and control. Topics include product costing, budgeting,

management decision making, and control systems. There is one common exam at the end of the semester.

H ADM 222 Finance

Spring. 3 credits. Prerequisites: H ADM 121, H ADM 221, or equivalents, or permission of instructor. Limited to hotel students, others by permission. Required. S. Gibson.

Provides students with accounting cash flow information for financial planning, capital structure decisions, capital budgeting evaluation, and short-term and long-term financial decision-making. Topics include current asset management, short-term financing, capital budgeting, long-term financing, cost of capital, and problems in international finance.

H ADM 321 Hospitality Financial Management

Fall, spring. 3 credits. Prerequisites: H ADM 121, H ADM 221, and H ADM 222, or permission of instructor. Each section limited to 54 hotel students. Required. A. N. Geller.

Integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality industry situations. Course topics provide an understanding of: the analysis and interpretation of financial statements and operating reports, the budgeting and forecasting process, the application of C-V-P and other decision models to hospitality operations, operating agreements, capital investment analysis, financial feasibility, project and general financing, valuation techniques, and measuring value for important stakeholders.

H ADM 322 Principles of Investment Management

Fall, spring. 3 credits. Prerequisites: H ADM 125 or H ADM 222. Limited to students outside the School of Hotel Administration. Students with background in economics, quantitative analysis, and computers are advised to consider H ADM 424: Security Analysis and Portfolio Management. Elective. Faculty.

Covers basic institutional and analytical aspects of investment management. Topics include: financial markets, sources of investment information, risk-return analysis, bond and stock valuation, behavior of security prices, portfolio analysis and portfolio management, asset allocation, and mutual fund investment. While newcomers to investment management commonly believe that investing is about how to make money in the markets, this course instead focuses on identifying and managing to reasonable and feasible investment objectives in general and in today's highly competitive investment markets. To that end, students are required to apply concepts and tools to managing a simulated investment portfolio (the Investment Management Game) during the course of the semester.

H ADM 323 Hospitality Real Estate Finance

Fall. 3 credits. Prerequisite: H ADM 321 or equivalent. Limited to juniors and seniors (graduate students must enroll in H ADM 621). Elective. D. Quan.

Focuses on real estate financing for hospitality-oriented projects. The following topics are addressed: methods of measuring rates of return; feasibility and appraisal

processes; equity and debt financing vehicles to include joint ventures, limited partnerships, construction mortgages, participating, convertible and seller-financed mortgages; forms of operating agreements to include management contracts, leases, and franchises; and trends in international hotel franchising. Presentations of hospitality industry real estate practitioners tie course material to current industry practices.

H ADM 326 Corporate Finance

Fall. 3 credits. Prerequisite: H ADM 321. Limited to juniors and seniors. Elective. S. Gibson.

Course provides in-depth analysis of corporate financial management including: financing alternatives and capital structure decisions, cash management and working capital management, capital budgeting decisions, risk analysis, valuations of real options, and Economic Value Added analysis. Although applicable to all businesses, special attention is placed on issues important to the hospitality industry. The course emphasizes analytical methods through case studies and a semester project.

H ADM 421 Internal Control in Hospitality Operations

Spring. 3 credits. Prerequisites: H ADM 321, H ADM 722, or equivalent. Limited to 30 students. Elective. A. N. Geller.

Deals primarily with operations. Generally, hotel and restaurant operations are analyzed from the perspective of preventing fraud and embezzlement. Specifically, the design and distribution of production, accounting, information systems, and supervisory tasks are studied in a manner that ensures effective internal control and verifiable audit trails. The course relies heavily on case studies of actual frauds perpetrated in hotel and restaurant operations.

H ADM 422 Taxation and Management Decisions

Fall. 3 credits. Limited to 75 juniors, seniors, and graduate students. Elective. A. Sciarabba.

An introduction to tax advantages and disadvantages of various organizational structures, including: corporations, partnerships, subchapter "S" corporations; financial information reporting to tax authorities and to shareholders and how this reporting differs; use of depreciation methods to achieve tax reductions; and syndication techniques and the role tax laws play in promoting private investments and development.

H ADM 424 Security Analysis and Portfolio Management

Fall, spring. 3 credits. Prerequisites: macro- and microeconomics, introductory course in statistics and/or quantitative analysis, and knowledge of computers beyond word processing. Limited to juniors, seniors, and graduate students. Elective. Faculty.

Provides an introduction to securities analysis and portfolio management but with an emphasis on the analysis of individual securities. As a basis, the course covers the various securities available for portfolio management, portfolio theory, and analysis of expected return based on risk. Next, the course covers the valuation of individual equity and debt securities. Through a semester-long term project, students are required to apply concepts and tools covered

in the course to develop an investment recommendation on a publicly traded security. Recent developments in investments research are covered and current financial databases are used for practical applications of the models and techniques presented in the course in developing this recommendation.

H ADM 525 Securitization and Structured Financial Products

Fall. 3 credits. Prerequisites: H ADM 222 or H ADM 721, and H ADM 427 (or by permission of the instructor). Limited to 40 seniors and graduate students. Elective. D. Quan.

Deals with the structure and analysis of securitized financial products with an emphasis on residential and commercial mortgage-backed securities (MBS). The course is intended for those who wish to acquire a working knowledge in the analysis of such securities (such as collateralized mortgage obligations, commercial MBS, auto loan, and credit card backed securities) and an understanding of the securitization process. The course's subject matter necessitates a highly analytic and quantitative approach and students are required to have a strong background in finance and economics. If you have any questions about your preparation or background, please see the instructor.

H ADM 528 Advanced Topics in Real Estate and Finance

Spring. 2 credits. Limited to 20 seniors, graduate students or permission of the instructor. Prerequisites: H ADM 323, H ADM 428, 621. Offered during the first seven week of the semester. Elective. D. Quan.

This is an intense seven-week course which takes an analytically oriented approach at understanding advanced real estate finance topics. It is intended for students who are highly motivated to learn advanced techniques and are not afraid of mathematical rigor. The course emphasizes the use of financial and economic principles and makes extensive use of statistics and mathematics. Students are required to have a solid background in the basics of finance, microeconomics, and macroeconomics.

H ADM 621 Hospitality Real Estate Finance

Fall. 3 credits. Prerequisite: H ADM 722 or equivalent. Limited to graduate students. Elective. J. deRoos.

Focuses on real estate financing for hotel and restaurant projects. The following topics are addressed: methods of measuring rates of return, feasibility and appraisal processes, equity and debt financing vehicles to include participating, convertible and seller-financed mortgages, forms of operating agreements to include management contracts, leases, and franchises, and trends in international hotel financing. Presentations of hospitality industry real estate practitioners tie course material to current industry practices.

H ADM 622 Capital Investment Analysis

Spring. 3 credits. Prerequisite: A course in principles of corporate finance. For graduate students, H ADM 721, Financial Economics, or its equivalent. For undergraduate students, H ADM 222 and by permission. Elective. S. Carvell.

Covers how financial managers must make capital investment decisions in order to maximize shareholder wealth. This requires an in-depth understanding of both the investing

and financing decision-making process. To understand the former, students learn about the capital budgeting process and acquire specific skills enabling them to evaluate capital projects; e.g., net present value, discounted cash flow and risk analysis. For the latter, students learn how equity and debt securities are priced in a dynamic capital market and how the firm's cost of capital and capital structure are linked with shareholder wealth maximization. Cases are used to illustrate theory, and industry guest speakers conduct occasional seminars.

H ADM 624 Reporting and Analysis of Financial Statements

Spring. 3 credits. Limited to 60 juniors, seniors and graduate students. Elective. Faculty.

Designed to provide understanding of the basic accounting model, the underlying concepts for income measurement, and the accounting rules for the valuation of assets, liabilities and owners' equity. Emphasis is placed on understanding the economic substance of the transactions and the implication of using alternate accounting rules on the resulting numbers, especially in assessing the "earnings quality." Focus is from an outsider's view of the company, and students should be able to evaluate and interpret the published financial information, specifically in the context of valuation, debt and compensation contracts, and credit assessment.

H ADM 721 Financial Economics

Fall. 3 credits. Open to M.M.H. students only, except by written permission of the instructor in advance of pre-enrollment. M.M.H. requirement. S. Carvell.

Integrates corporate finance with the framework of value maximization and the competitive analysis of product and factor markets in the hospitality industry. Topics include short-term asset management, strategic valuation, capital budgeting analysis, capital structure decisions, leasing, and international financial management.

H ADM 722 Hospitality Financial Management

Spring. 3 credits. Open to M.M.H. students only, except by written permission of the instructor in advance of pre-enrollment. M.M.H. requirement. G. Potter.

Covers both managerial accounting and financial management as they are practiced in the hospitality industry. Topics include hospitality accounting systems, financial analysis, operational analysis, cost behavior, budgeting and forecasting, pricing, and feasibility analysis.

Real Estate Development

H ADM 420 Principles of Real Estate

Fall. 3 credits. Offered during summer session most years as H ADM 420/620. Prerequisite: H ADM 222 or equivalent. Limited to 50 juniors and seniors (graduate students must enroll in H ADM 620). Elective. J. deRoos.

This survey course approaches real estate from four perspectives: investment, market, mortgage finance, and legal. Understanding these perspectives enable students to make better investment and financing decisions, to use real-estate resources wisely, to understand public-policy issues, and to be prepared for additional courses in real-estate investment, finance, and development.

H ADM 620 Principles of Real Estate

Fall. 3 credits. Offered during summer session most years as H ADM 420/620. Prerequisite: H ADM 721 or equivalent. Limited to graduate students. Elective. J. Corgel.

This survey course approaches real estate from four perspectives: investment, market, mortgage finance, and legal. Understanding these perspectives enables students to make better investment and financing decisions, to use real estate resources wisely, to understand public-policy issues, and to be prepared for additional courses in real estate investment, finance, and development. This course includes much of the material in the H ADM 450 plus special topic sessions that feature guest speakers from industry, faculty from other colleges, and case studies.

H ADM 628 Real Estate Finance and Investments

Spring. 3 credits. Prerequisites: H ADM 323 or H ADM 621, H ADM 450 or H ADM 651. Limited to 40 graduate students. Elective. J. deRoos.

Promotes sound real estate investment and finance decision-making, use of advanced theory, and techniques in financial economics. Real estate investment decisions are made through applications of an extended version of the after-tax discounted cash flow model, and other valuation models including option pricing models and regression models. Financing decisions are made using the techniques of modern financial analysis. A wide array of financing options are considered including participating and accrual mortgages. Securitization of equity and debt claims to real estate also are extensively covered. All types of residential and non-residential real estate are analyzed, including hospitality properties.

OTHER

H ADM 290 Introduction to Culinary Arts

Fall, spring. 2 credits. Limited to 28 non-hotel students; priority is given to seniors and graduate students. There is a course fee of \$75, which includes the cost of a uniform and uniform cleaning. Note: pre-registered students who do not attend the first class are automatically dropped from the instructor's record. The absolute drop deadline for this course is by Wednesday of the second week of classes. Students on the waitlist will be selected through a lottery system. All lottery participants must attend the first week's class. Elective. Faculty.

This course is a study of food groups and their methods of preparation, cooking and presentation. The course is designed specifically for non-hotel students who are interested in learning the professional approach to food preparation and service with hands-on practice. Students are involved in food product identification, preparation and service methods and learning the professional language of food and cooking.

H ADM 490 Housing and Feeding the Homeless

Spring. Variable credit. Elective. T. O'Connor. Explores public and private sector approaches to addressing hunger and homelessness. Through lectures, class discussions, research, community service work, and a field placement practicum, students explore the economic,

social and political issues of our country's concern with housing and feeding disenfranchised and homeless people. Students study the history of homelessness and the strategies to prevent or alleviate the problem through public policy, housing programs, food assistance programs, and job training initiatives. This is a service learning course centered around community work experience. There are three options for involvement in this course. Students must choose one of the following: a.) 4 credits: whereby students work in pairs or small groups with a local area agency that provides services for homeless or disadvantaged people. They analyze the agency's mission and goals, identify managerial challenges, and formulate an approach in the form of product or service that is useful to the agency. This field practicum comprises approximately 60 credits of work during this semester, half of which will be in direct contact with the agency and its clients. b.) 4 credits: whereby students participate in an alternative spring break in an agency(ies) in Washington, D.C. or New York City. Students work five full days in an agency that serves homeless, hungry, or disenfranchised people such as homeless shelters, community kitchens, or battered womens' housing units. Housing and transportation are arranged. This option may cost students up to \$100. Students interested in this option must see the instructor at pre-registration time. c.) 3 credits: whereby students do community work in the Ithaca area with an agency that serves homeless, hungry, incarcerated, or disenfranchised people. Students work on a regular weekly basis for a minimum of 30 credits during this semester.

H ADM 491 Hotel Ezra Cornell (H.E.C.)

Fall and spring. Variable credit hours (2-3 in the fall and 3-4 in the spring). Elective. Limited to hotel school juniors, seniors, and second-year MMH students. Prerequisite: permission of the instructor. Student-elected board members of Hotel Ezra Cornell (H.E.C.) receive free elective credit for their participation in the planning, organizing, staffing, directing, and controlling of H.E.C. '79 to be held on April 1-4, 2004. Next year's board will continue to implement the business plan that has been developed by the board of directors of H.E.C. '77: "To establish Hotel Ezra Cornell as the premier forum to deliver a unique hospitality learning experience to industry leaders and students in an interactive setting." Board positions are limited to students in good standing with a minimum cumulative G.P.A. of 2.5. Eligibility requirements for specific board positions can be obtained in the Student Services office, room 178A Statler Hall. Eligible students who are considering a board position for H.E.C. should pre-enroll for the course and speak with the instructor; final enrollment is determined by an election process. A field trip to New York City during the Hotel Show in November is a required course activity; the cost is estimated at \$200.

H ADM 493 Management Intern Program I—Operations

Fall, spring. 6 credits. Prerequisites: students are expected to have completed the following courses: H ADM 105 or 115, 211, 121, 221, 222, 106 or 236, 243, 255, 165, and 174. In addition, completion of the following courses is strongly recommended: H ADM 321, 305, 355, and 365. Additional course work may be required for applicants considering specialized internships. A

detailed plan for the completion of all remaining academic requirements must be submitted prior to acceptance into the course. Elective. Faculty.

Limited to juniors and seniors in the hotel school with approval of the Management-Intern Program faculty committee. The application process begins the semester before the planned internship. At the beginning of each semester, an MIP information meeting is presented. Students accepted to MIP enroll in both H ADM 493 and 494. Students enrolled in H ADM 493 receive academic credit in free electives as well as practical experience in the hospitality field. Six performance evaluations are used to determine this grade. Students must be in good academic standing and have a GPA of at least 2.0 in the preceding term. Further information is available in the Career Services Office, 255 Statler Hall.

H ADM 494 Management Intern Program II—Academic

Fall, spring. 6 credits. Elective. Faculty. Limited to juniors and seniors in the hotel school with approval of the Management Intern Program faculty committee. The application process begins the semester before the planned internship. At the beginning of each semester, an MIP information meeting is presented. Students accepted to MIP enroll in both H ADM 493 and 494. Students enrolled in H ADM 494 receive academic credit in free electives for submission of a goals and objectives statement, four management reports, six journal entries which focus on insights gained through analysis of events occurring in the workplace, and four Hospitality Management Checklist summaries. Upon return to campus, each intern completes a debriefing and an oral presentation to fulfill the academic requirements. Students must be in good academic standing and have a GPA of at least 2.0 in the preceding term. Further information is available in the Career Services Office, 255 Statler Hall.

H ADM 495 Implementing Strategies for Tying Wellness Practices to Company Profit

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective. M. Tabacchi.

There is increasing evidence linking job induced stress to overall health and happiness or lack thereof. Adding to workplace stress are the needs of its diverse and changing population. These stresses affect the financial health of the corporation as well as the psychological and physical health of the individual. The purpose of this course is to encourage future managers to evaluate the work environment and to enhance opportunities for diverse worker productivity which can increase the corporation's competitive edge. The emerging fields of complementary and alternative medicines are explored as preventive and cost effective methods of improving workers' health. Business models for encouraging workplace wellness, systems for implementation, reward and accountability of managers and corporate officers are introduced in this course. Only a few corporations overtly reward managers and corporate officers for the well being and concomitant enhanced performance and productivity of their employees.

H ADM 498 Undergraduate Independent Study

Fall, spring. Variable credits. Elective. Faculty.

Can only be taken if conducting two independent studies in one semester.

H ADM 499 Undergraduate Independent Study

Fall, spring. Variable credits. Elective. Faculty.

Students have the option of conducting an independent study project in any academic area. The number of credits for which students may register are arranged on an individual basis. Note that students commit themselves to a certain number of credits of independent academic work per week per credit hour if they choose to do an independent study project, and the work must be performed in the term for which the student is enrolled in the independent study. The usual add/drop policy applies, and retroactive credit for work commenced after an academic term has ended is not allowed. Projects are conducted under the direction of a faculty member, and regular, frequent consultations are mandatory. Also, a written report must be produced and made available to all faculty members and students of the school after its submission to the supervising faculty member. Credit for independent study projects may not count toward the Hotel elective requirement, but, rather, toward free electives. Students cannot earn academic credit for independent study when the equivalent material is offered in a regular course, and credit is not earned for teaching a course. Students should consider all aspects of their situation before committing themselves to an independent study project.

H ADM 690 Honors Monograph Faculty

Year long. 4 credits. Elective.

Limited to professional master's students who: either have a minimum GPA of 3.7 or are in the top 10% of the students in the year group in their first-year professional master's courses; have given evidence of being a good writer by meeting all components of the written communication benchmark; and who have obtained the approval of a brief topic proposal from the potential advisor.

This is a special integrative course for students who write well and desire to explore in depth a topic of mutual interest to them and a faculty advisor of their choice. The approval of a second reader is required for completion of the course. Special recognition of students who complete the course will be made at graduation. Applications are available in the Graduate Office, 172 Statler.

H ADM 698 Graduate Independent Research

Fall, spring. Elective.

Each student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study. Written permission is required prior to course enrollment. Permission forms can be obtained in the Hotel School Graduate Office, Room 172.

H ADM 699 Graduate Independent Research

Spring. 2 credits. Elective.

Each student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study. Written permission is required prior to course

enrollment. Permission forms can be obtained in the Hotel School Graduate Office, Room 172.

H ADM 793 Industry Mentorship Program

Fall. 0 credits. M.M.H. requirement. Faculty.

H ADM 794 Management Development

Year long. 0 credits. M.M.H. requirement. D. Jameson.

All first-year students in the Master of Management in Hospitality program must enroll in H ADM 794 both semesters. This requirement includes participation in the M.M.H. Assessment Center, program benchmarking, team project, and other activities related to students' professional development. Satisfactory completion of the second semester of H ADM 794 documents achievement of all program benchmarks.

H ADM 795 Cornell Graduate Hospitality Management Project

Yearlong. 0 credits. M.M.H. requirement. M. Redlin.

The five M.M.H. core courses in the spring semester are focused on the completion of an integrated and interdisciplinary project for an industry client. Under this course number, the client, the faculty, and the M.M.H. students accumulate information necessary for the completion of the project and the presentation of the results to the industry client. Although the course is listed as year long, the students and faculty access the information primarily in the spring semester.

H ADM 890 M.S. Thesis Research

Fall, spring. Required. Faculty.

H ADM 990 Ph.D. Thesis Research

Fall, spring. Required.

FACULTY ROSTER

Alvarez, Roy, M.Ed., Auburn U. Senior Lecturer

Berger, Florence, Ph.D., Cornell U. Prof. Bergh, Donald, Ph.D., U. of Colorado at Boulder. Assoc. Prof.

Brownell, Judith, Ph.D., Syracuse U. Prof.

Butler, David W., Ph.D., U. of Wisconsin-Madison. Dean

Canina, Linda, Ph.D., New York U. Assoc. Prof.

Carvell, Steven A., Ph.D., SUNY Binghamton. Assoc. Prof. and Asst. Dean

Chang, Charles S., Ph.D., U. of California, Berkeley. Asst. Prof.

Clark, Preston, M.S., Syracuse U. Lecturer

Cullen, Thomas, Ph.D., Cornell U. Assoc. Prof.

Curtis, Steven, B.L.A., Syracuse U. Lecturer

Dahl, Nicholas, M.A., Oregon State U. Lecturer

deRoos, Jan A., Ph.D., Cornell U. Hospitality

Valuation Services Professor of Hotel

Finance and Real Estate.

Dev, Chekitan S., Ph.D., Virginia Polytechnic. Assoc. Prof.

Dittman, David A., Ph.D., Ohio State U.

Herbert E. Westfall Professor of Accounting

Enz, Cathy A., Ph.D., Ohio State U. Prof. and

Lewis G. Schaeneman, Jr. Professor of

Innovation and Dynamic Management

Geller, A. Neal, Ph.D., Syracuse U. Robert A.

Beck Prof. of Hospitality Financial

Management

Gibson, G. Scott, Ph.D., Boston College. Asst.

Prof.

- Gould, Shelly, B.S., Cornell U. Teaching Support Specialist
- Harrison, Jeffrey, Ph.D., U. of Utah. Peelen Professor of Global Hospitality Strategy
- Hinkin, Timothy, Ph.D., U. of Florida. Prof.
- Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof.
- Kimes, Sheryl E., Ph.D., U. of Texas. Prof. and Richard J. and Monene Bradley Director of Graduate Studies
- Klein, Lisa, D.B.A., Harvard U. Asst. Prof.
- Kwortnik, Robert, Ph.D., Temple Univ. Asst. Prof.
- Lang, Barbara, B.S., Cornell U. Lecturer
- Lennox, David, Ph.D., U. of Washington. Lecturer
- Lundberg, Craig C., Ph.D., Cornell U. Blanchard Professor of Human-Resources Management
- Lynn, Wm. Michael, Ph.D., Ohio State U. Assoc. Prof.
- McCarthy, Reneta, M.P.S., Cornell U. Lecturer
- Mutkoski, Stephen A., Ph.D., Cornell U. Banfi Vintners Professor of Wine Education and Management
- Nash, Abby, B.A., Cornell U. Lecturer
- Norkus, Gregory X., M.S., Cornell U. Senior Lecturer
- O'Connor, Therese A., M.S., Elmira College. Senior Lecturer
- Penner, Richard H., M.S., Cornell U. Prof.
- Pezzotti, Giuseppe G. B., M.P.S., Cornell U. Senior Lecturer
- Piccoli, Gabriele, Ph.D., Louisiana State U. Asst. Prof.
- Potter, Gordon S., Ph.D., U. of Wisconsin-Madison. Assoc. Prof.
- Pullman, Madeleine. Ph.D., U. of Utah. Assoc. Prof.
- Quan, Daniel W. C., Ph.D., UC at Berkeley. Assoc. Prof.
- Redlin, Michael H., Ph.D., Cornell U. Prof.
- Renaghan, Leo M., Ph.D., Pennsylvania State U. Assoc. Dean for Academic Affairs
- Reynolds, Dennis, Ph.D., Cornell U. Asst. Prof.
- Robson, Stephani, M.S., Cornell U. Lecturer
- Sherwyn, David, J.D., Cornell U. Asst. Prof.
- Siguaw, Judy, D.B.A., Louisiana Technical U. Assoc. Prof.
- Simons, Tony L., Ph.D., Northwestern U. Assoc. Prof.
- Snow, Craig, Ph.D., Purdue U. Senior Lecturer
- Spies, Rupert, Studienassessor, Senior Lecturer
- Stipanuk, David M., M.S., U. of Wisconsin. Assoc. Prof.
- Sturman, Michael, Ph.D., Cornell U. Assoc. Prof.
- Susskind, Alex, Ph.D., Michigan State U. Asst. Prof.
- Tabacchi, Mary H., Ph.D., Purdue U. Assoc. Prof.
- Talbert, Mark, M.P.S., Cornell U. Lecturer
- Thompson, Gary M., Ph.D., Florida State U. Assoc. Prof. and Executive Director, Center for Hospitality Research
- Tracey, J. Bruce, Ph.D., SUNY Albany. Assoc. Prof.
- Wagner, Erica, Ph.D., London School of Economics and Political Science. Asst. Prof.
- Walsh, Kate, Ph.D., Boston College. Asst. Prof.
- White, Robert, A.O.S., Culinary Institute of America. Teaching Support Specialist